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**Missouri
Department
of Higher Education**



**Missouri
Coordinating Board
for Higher Education**

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October 1, 1999

December 9, 1999

The Honorable Mel Carnahan
Governor
State Capitol Building, Room 216
Jefferson City, Missouri 65101

Dear Governor Carnahan:

On behalf of the Missouri Coordinating Board for Higher Education, I am delighted to present this draft of the *Strategic Plan for the Missouri Department of Higher Education*. This plan advances the strategic initiatives included in the Coordinating Board's *Blueprint for Missouri Higher Education* and describes strategies designed to achieve the desired outcomes associated with your "Show Me Results" initiative and address the values of the state system of higher education: access, quality, and efficiency.

This plan places major emphasis on the development of early awareness of the opportunities offered by higher education and involvement in outreach activities to encourage participation in that system, particularly by citizens that have not been adequately served in the past. At the same time, the plan continues to pursue the strategic initiatives of developing a statewide technical education system and a technology-based delivery system while continuing to assist institutions in differentiating their missions and enhancing their areas of excellence. In addition, student transfer and program articulation, the use of performance funding, called Funding for Results, and strategic initiatives to assist students in completing the 13th and 14th years of education are included in our plan.

This plan was developed by the staff at the Department of Higher Education in consultation with the Coordinating Board. A draft of the plan was reviewed and discussed by the members of the Coordinating Board during its 1999 summer retreat. I anticipate this document will continue to be revised based on the board's continuing efforts to achieve its goals for the state's system of higher education. Over the next year, the department will use a team approach to analyze emerging issues and propose new approaches that will permit the department to meet the challenges of the future.

I commend your leadership in advancing strategic planning within state government as it will, indeed, result in more effective state services for Missouri citizens.

Sincerely,

Kala M. Stroup
Commissioner of Higher Education

c: Coordinating Board for Higher Education

**Strategic Plan for the Missouri Department of Higher Education
3515 Amazonas Drive
Jefferson City, Missouri
July 1, 1999**

Overview

The Strategic Plan for the Missouri Department of Higher Education for Fiscal Years 2000-2001 is the result of nearly 10 years of progress by the agency in implementing the vision and direction provided by the Coordinating Board's Task Force on Critical Choices for Higher Education. This document continues to provide the foundation and framework that empowers the visionary leadership and proactive approach to the identification of emerging issues within higher education and society which the agency strives to maintain. While the Department of Higher Education continues to address a variety of ongoing mandates and initiatives, it is as a result of the commitment to timely interaction that the primary focus for FY 2001 will be early awareness of the opportunities offered by higher education and outreach activities to encourage participation in that system, particularly by citizens that have not been adequately served in the past.

This document also represents a watershed in the department's approach to development, format, and content of our strategic planning process. Over the next year, a strategic planning team representing a broad array of department functions will analyze issues and propose new approaches for the agency in terms of how the initiatives in mission enhancement, postsecondary and technical education, funding-for-results (FFR), and role of private postsecondary education (independent and proprietary) should be addressed in order to meet the challenges of the next five years. As a consequence, this document does not represent the end of a process but the beginning of the next step in statewide leadership for the state's system of higher education.

Vision Statement

Missourians pursue postsecondary educational opportunities that maximize their intellectual, cultural, professional, occupational, and physical capacities. Toward that end, the state of Missouri shall provide a system of postsecondary public and independent colleges and universities and private vocational and career schools that is distinguished by the following characteristics:

- postsecondary education and vocational training services of the highest quality that are truly competitive on a national and international level;
- a coordinated, balanced, and cost-effective delivery system;
- a range of vocational, academic, and professional programs that are affordable and accessible to all citizens with the preparation and ability to benefit from the programs;
- differentiated institutional missions, both among and within sectors, designed to meet state needs and goals with a minimum of program duplication; and
- systematic demonstration of institutional performance and accountability through appropriate assessment efforts.

Principal responsibilities of the Department of Higher Education are research, policy analysis, strategic planning, institutional mission and program review, budget recommendations, student

financial assistance, and postsecondary awareness. Through these functions, the department works to ensure that the public's goals and strategic initiatives for Missouri higher education, represented to state government through the Coordinating Board for Higher Education, provide Missouri citizens access to appropriate, affordable, and high-quality training, teaching, research, and public services from its state system of postsecondary education. The system is composed of:

- the Missouri Department of Higher Education;
- 14 public four-year college and university campuses;
- 17 public community college campuses;
- 1 public two-year technical college;
- 26 independent colleges and universities;
- 120 private career, or proprietary, schools certified to operate by the CBHE; and
- 58 area vocational technical schools offering courses and programs at the postsecondary level in conjunction with the state's public two-year community colleges.

Mission Statement

The mission of the Coordinating Board for Higher Education is to coordinate a diverse state system of public and private schools, colleges, and universities that is affordable, accessible, efficient, and of high quality in a manner consistent with the board's responsibilities as defined in the Missouri Constitution and Missouri statutes (Chapter 173 RSMo).

The mission of the Department of Higher Education is to ensure that the board's public policy and strategic initiatives are achieved by:

- recommending to the board, system-wide public policy and strategic initiatives that are designed to fully implement its mission;
- working with Missouri's higher education institutions in the development and implementation of an integrated strategic plan;
- reviewing institutional budget requests and making annual budget recommendations for consideration, action, and submission by the board to the Governor; and
- working with Missouri's system of higher education to implement the board's actions and decisions.

Value Statements

The Coordinating Board values **access** (financial, geographic, programmatic, and access to academic success), **quality** (of teaching, learning, research, and service), and **efficiency** (that is performance based, maximizes the impact of funding, minimizes unnecessary duplication, and maximizes the sharing of resources). Those values guide the board's public policy framework and the strategic initiatives, strategies, and outcomes included in this *Strategic Plan for the Missouri Department of Higher Education*.

Every Missourian should have the opportunity to reach his or her full potential through education and training opportunities beyond high school. Those opportunities must be student-centered and focused on learning needs through a seamless system of education and job training opportunities

from the 10th grade in high school through the 14th year of education and beyond.

The board values a public policy framework for Missouri higher education that promotes institutional goals and aspirations while fostering the sharing of resources and building of partnerships within the context of the state's needs and responsiveness to its statutory powers, duties, and responsibilities.

Finally, the Coordinating Board values the lay leadership of the Missouri citizens who serve on the governing boards of the state's schools, colleges, and universities as well as the institutional leaders who assist the board through cooperation, collaboration, and support as the entire system of postsecondary education works together to achieve the board's goals for the state's system of postsecondary education.

Strategic Issue

ACCESS

Higher education remains inaccessible to some and unaffordable to many. For Missouri to advance in a multinational social system and economy, the state's residents need increased access to the educational opportunities beyond high school that are available from the state's public, independent, and private career schools, colleges, and universities.

Goal

Increased access to a diverse array of high-quality, affordable, and accessible vocational, academic, and professional certificate, diploma, and degree programs through an integrated, balanced, and efficient system of public, independent, and proprietary postsecondary education designed to prepare graduates for the diverse workforce demands of Missouri employers - from auto mechanics to teachers to physicians.

Desired Outcomes

Missourians have increased access to a diverse system of higher education. (Educated Missourians--Show Me Result #9)

Missouri citizens consider higher education affordable.

Missouri citizens have low cost geographic and programmatic accessibility to 13th and 14th years of postsecondary education and training. (Educated Missourians--Show Me Result #10)

Learners have the opportunity to complete certificate, diploma, and degree requirements at CBHE approved higher education centers.

Barriers to postsecondary education for economically and otherwise disadvantaged students, particularly minorities and citizens in rural areas are removed. (Prosperous Missourians--Show Me Result #4 and #7)

Needs for education and training-related courses and degree programs beyond high school are met at all degree levels. (Prosperous Missourians--Show Me Result #4 and #7)

Instruction and full degree programs are readily available via telecommunications-based technologies at the undergraduate, graduate and professional levels.

Systemic change occurs through partnerships between local schools, communities, colleges and universities, and state and federal governments to advance strategies for improving access to postsecondary education and jobs for low-income youth. (Prosperous Missourians--Show Me Result #4 and #7)

Outcome Measures

Percentage of 18-year-olds with a high school diploma or GED. (Educated Missourians--Show Me Result #9)

Percentage of eligible students enrolling in a Missouri postsecondary institution.

Percentage of individuals over age 25 completing 14 years of education. (Educated Missourians--Show Me Result #10)

Number of students applying for student financial assistance (including all types).

Percentage of eligible students who have financial access to Missouri higher education.

Objectives

Increase the number of students entering designated high-demand, high-skill occupations by 10 percent.

Increase the percentage of 18-year-olds with a high school diploma or GED by five percent. (Educated Missourians--Show Me Result #9)

Increase the percentage of 25 year-olds completing 14 years of education to 80 percent. (Educated Missourians--Show Me Result #10)

Increase the college attendance rate of Missouri high school graduates to 75 percent.

Increase the proportion of Missouri high school graduates who enroll in a postsecondary education institution located in Missouri or in another state by 10 percent.

Increase the proportion of total enrollment and graduates made up of historically under-represented groups to the same as in the general population. (Prosperous Missourians--Show Me Result #3)

Increase the postsecondary education and job entry preparation, and college attendance rate, of Missouri high school graduates by 5 percent.

Increase the first-year academic success of first-time, full-time, degree-seeking freshmen by five percent.

Increase the number of baccalaureate degree recipients with college credit from another higher education institution by 10 percent.

Increase the college attendance rate of Missourians of all ages to 50 percent.

Reduce the rate of increase of student fees to no more than the consumer price index (CPI).

Increase by 20 percent the availability of non-loan financial aid for those students with the greatest financial need.

Increase the availability of non-loan financial aid for those with the greatest need to 60 percent of all student financial aid.

Increase the average amount awarded to Missouri postsecondary education students for need-based grants and scholarships by \$500.

Increase the average amount awarded to Missouri high school graduates for need-based grants and scholarships by \$500.

Objective Measures

Percentage of eligible students receiving a state grant or scholarship.

Fee charges for undergraduate Missouri resident students taking 15 credit hours per semester or 30 credit hours per academic year.

The proportion of total enrollment and graduates made up of historically under-represented groups.

Proportion of Missouri high school graduates who enroll in a postsecondary education institution located in Missouri or in another state. (Educated Missourians--Show Me Result #10)

Number of baccalaureate degree recipients with college credit from another higher education institution.

Proportion of first-time, full-time, degree-seeking freshmen who complete the first academic year with 24 credit hours toward their certificate, diploma, or degree objective with a 2.0 grade point average or better. (Educated Missourians--Show Me Result #10)

Proportion of total financial aid awarded in the form of loans versus non-loan aid.

Number of students receiving need-based financial aid from Missouri or federal student financial aid programs.

Strategies

Support the full implementation of the state's *Plan for Postsecondary Technical Education*.

Develop a collaborative research agenda to develop new approaches to student persistence to high school graduation or passing the GED exam and determine which ones are no longer working. (Educated Missourians--Show Me Result #9)

Develop a collaborative research agenda to develop new approaches to student persistence to complete 14 years of education and determine which ones are no longer working. (Educated Missourians--Show Me Result #10)

Support interdepartmental and institutional efforts to address the state's workforce development needs.

Support the development and implementation of a system that provides accessibility of learning resources across the state's system of public and private higher education.

Meet regularly with regional planning organizations (councils, planning commissions, and consortiums, for example) to discuss issues related to increasing access to postsecondary education.

Provide information about the availability of student financial aid and postsecondary awareness through the MOSTARS division, including the information center's toll-free number.

Establish greater coordination between all state funded student financial assistance programs. (Educated Missourians--Show Me Result #10)

Establish a system of educational opportunities from the 10th grade through the 14th year of education and beyond.

Promote and encourage new and strengthened transfer and articulation opportunities.

Publicize to elementary and secondary students, parents, and high school counselors, the CBHE recommended high school core curriculum and the relationship between a solid course of study in elementary and secondary school and success in further education or work following high school.

Conduct research on the possibility of incentive programs, including those offered through employers, for students to attain their GED. (Educated Missourians--Show Me Result #9)

Conduct research regarding the educational needs of special populations, such as those in the corrections system and receiving welfare benefits, and the programs designed to serve these populations. (Educated Missourians--Show Me Result #10)

Identify, through research and analysis on how students finance their higher education, student populations that do not have adequate financial access to Missouri's system of higher education and suggest alternative student financial assistance programs that address identified needs.

Increase direct mailings to students and families and the extent of information on the CBHE World Wide Web site about the out-of-pocket costs of attendance and available financial assistance programs.

Distribute additional state general revenue appropriations for new state student financial assistance programs to academically eligible needy students.

Identify schools with low college attendance rates and work with the schools to perform early college preparation and awareness activities.

Implement and maintain all funded state student financial assistance programs.

Strategic Issue

QUALITY

The need and demand for teaching, research, and service of the highest quality possible are increasing. To advance, Missouri must raise its expectations regarding the quality of teaching, research, and public service offered by the state's colleges and universities. Providers of postsecondary education must demonstrate, in ways meaningful to the public, the results associated with that quality.

Goal

Quality teaching and learning occurs at all Missouri education institutions.

Outcomes

Increased graduation rate at postsecondary education institutions.

Increased quality of teaching and learning. (Educated Missourians--Show Me Result #9)

The content of courses and the pedagogy of teachers and performance of students in mathematics, science and reading based on national and international assessments are improved.

Every institution in the state's system of higher education focuses its resources on meeting its goals for student admission, enrollment management, and fulfilling its designated mission. (Educated Missourians—Show Me Result #9)

Increase partnerships, collaboration, and articulation among the state's schools, colleges, and universities in delivering beyond high school level courses and certificate, diploma, and degree programs to Missouri citizens and providing research and technology transfer for Missouri businesses. (Prosperous Missourians--Show Me Result #2)

Outcome Measures

Number of high school graduates who enter the state's system of higher education that have completed the CBHE recommended sixteen-unit high school core curriculum. (Educated Missourians—Show Me Result #9)

Number of Missouri citizens attending schools certified to operate by the CBHE and the number of certified schools that express satisfaction with services provided by the department increases.

Currently enrolled students and alumni report that teaching, instructional, and learning resources at their respective campus are of high quality, state-of-the-art, and easily accessible.

Percentile rank of Missouri scores on national and international assessments of mathematics, science, and reading.

Objectives

All Missouri colleges and universities meet the admissions goals, freshman year completion rates, and graduation rates associated with their agreed upon missions. (Educated Missourians—Show Me Result #9)

The overall completion rates for all first-time, full-time degree-seeking freshmen, defined as the proportion of first-time, full-time degree-seeking freshmen completing 24 or more credit hours by the end of the first academic year and achieving a cumulative college grade point average of 2.0 or better, shall be equal to or above 70 percent.

The instructional quality of distance education programs at schools certified to operate by the department is equal to that of on-campus programs.

Number of high school graduates who enter the state's public system of higher education that have completed the CBHE recommended sixteen-unit high school core curriculum equals 100 percent.

Test scores in mathematics, science and reading for prospective and currently enrolled students rank Missouri among the 10 highest states.

Statewide average of American College Testing (ACT) college entrance test subscores of entering freshmen at Missouri public institutions will be at or above the 66th percentile.

Objective Measures

Proportion of all first-time, full-time, degree-seeking freshmen enrolled in public colleges and universities who complete the first academic year with 24 credit hours toward their certificate, diploma, or degree objective with a 2.0 grade point average or better.

Proportion of all first-time, full-time, degree-seeking freshmen who complete a two-year certificate, diploma, or degree program objective within three academic years and those who complete a baccalaureate degree program objective within six years.

Statewide average of American College Testing (ACT) college entrance test subscores of entering freshmen at Missouri public institutions.

Number of accredited programs at the associate, baccalaureate, master's, and doctoral degree levels and number of nationally recognized research and graduate degree programs.

Strategies

Promote statewide initiatives to: (a) increase student preparation for and academic achievement in college, (b) provide effective transfer of credit among institutions of postsecondary education, and (c) ensure continuous improvement in teaching and learning.

Recommend continued support for the instruction, student services, libraries, and academic and

administrative support needed for success in learning.

Improve the effectiveness of pre-service and in-service training of elementary and secondary teachers through a cooperative effort with the Department of Elementary and Secondary Education. (Educated Missourians—Show Me Result #9)

Monitor compliance of institutions with certification standards established in statute and regulation and issue certificates of approval to operate to those meeting those standards.

Review the qualifications of instructors as part of the proprietary school certification process.

Investigate available options and possible incentives to develop new partnerships, collaborative arrangements, and articulation agreements among the state's schools, colleges, and universities and to strengthen existing arrangements in this area.

Meet regularly with the Proprietary School Advisory Committee to discuss issues related to increasing the quality of learning in the private career school sector.

Improve the review of qualifications of instructional personnel as part of the proprietary school certification process.

Encourage a statewide discussion and potential policy changes concerning assessment, e.g., Missouri Assessment Program (MAP) tests, Missouri participation in the Third International Mathematics and Science Study (TIMSS), and other current practices that influence classroom behavior.

Implement a statewide discussion and review of mathematics and science education in Missouri and make recommendations for its approval.

Provide professional development opportunities in reading, science and mathematics for K-16 teachers through the Eisenhower Professional Development Program.

Compare and report on the status of teaching and learning in Missouri with respect to national measures of quality.

Provide in-service training and support to middle school and high school counselors. (Educated Missourians—Show Me Result #9)

Monitor the implementation of the revised guidelines for the delivery of dual credit programs.

Strategic Issue

EFFICIENCY

While it is essential that the state's system of postsecondary education be accessible to all citizens of the state and responsive to the needs of students and employers while maintaining the highest possible level of quality, this must be accomplished within the context of the need for increased accountability and efficiency across the system of higher education. Maximizing the impact of the public funds appropriated for higher education will build public confidence in the value of the system. The result will be a coordinated, balanced, and cost-effective system of higher education that is prepared to make the transition into and address the challenges and opportunities of the next century.

Goal

Reduce unnecessary duplication and increase the resource sharing through a coordinated, balanced, and cost-effective system of higher education that demonstrates performance and accountability.

Outcomes

The state's system of postsecondary education is more efficient through a seamless system of institutional partnerships and education transitions that eliminate unnecessary duplication.

Coordinated program information that assists the state's system of higher education with increased programmatic and institutional choices is readily available and accessible. (Educated Missourians—Show Me Result #10)

Missourians have increased access to information about institutions and programs.

Every Missourian has complete understanding of the out-of-pocket or true costs and opportunities for financial assistance for education beyond high school.

Missourians have a single point of contact for obtaining information about methods and opportunities for financing education beyond high school.

Higher education is responsive to identified state workforce needs.

The needs for education and training courses and degree programs are met.

Increase partnerships, collaboration, and articulation among the state's schools, colleges, and universities in delivering beyond high school level courses and degree programs to Missouri citizens.

Students enrolled at a Missouri institution of higher education will have access, through computer based linkages among all college and university libraries, to a statewide resource of learning materials and services.

A system of higher education focused on institutional performance and achieving clearly identified goals and objectives.

Outcome Measures

Number of Missourians whose need for higher education are met.

Number of graduates of the Missouri higher education system.

Number of graduates of the Missouri higher education system entering the workforce.

Number of degrees awarded in selected high-demand fields.

Increase the number of graduates of technical education programs and other selected high demand fields.

Number of computer-based linkages among all college and university libraries.

Objectives

Increase the number of students completing certificates, diplomas, and degrees at all levels by five percent.

Increase the number of students who succeed in fully completing a program of instruction or achieving their learning goals by five percent.

Increase graduation rates at the state's colleges and universities to 65 percent.

Increase the number of baccalaureate degree recipients with college credit from another higher education institution by five percent.

Increase the number of courses and programs provided to both on-campus and off-campus learners via telecommunication-based delivery systems and other related technologies.

Objective Measures

Number of certificates, diplomas, and degrees conferred.

Number of graduates entering Missouri's labor force and distribution of earnings.

Number of individuals enrolled in on- and off-campus courses and programs involving institutional partnerships, consortia, and/or collaboration among faculties of more than one institution.

Proportion of first-time, full-time, degree-seeking freshmen who complete a two-year certificate, diploma, or degree program objective within three academic years and those who complete a baccalaureate degree program objective within six years.

Number of baccalaureate degree recipients with college credit from another higher education institution.

Strategies

Promote the board's *Blueprint for Missouri Higher Education*.

Maintain the *Strategic Plan for the Missouri Department of Higher Education*.

Measure accountability to outcomes and objectives contained in the *Strategic Plan for the Missouri Department of Higher Education* through an annual progress report.

Work collaboratively with the State Board of Education in the development of policies and practices that support seamless K-16 transitions.

Work collaboratively with the Missouri Department of Elementary and Secondary Education to develop strategies and improve success in increasing the completion of 14 years of education of Missouri citizens. (Educated Missourians—Show Me Result #10)

Work collaboratively with departments of state government to advance the state's workforce development system.

Promote the continued strengthening and monitor the performance of the *State Plan for Postsecondary Technical Education*.

Continue support and development of the Missouri Bibliographic and Information User System (MOBIUS) that provides accessibility of learning resources across the state system of higher education.

Develop funding recommendations for the state's system of higher education for review, consideration, and action by the Coordinating Board for Higher Education which both acknowledge and promote results that (a) are agreed to by the board and the state's colleges and universities individually (i.e., mission review) or as the system of higher education collectively (i.e., statewide goals and performance measures), or (b) are related to the state's Show Me Results.

Utilize the Funding-For-Results initiative to promote the achievement of identified state goals for higher education.

Continue to refine and monitor the performance of the Funding-For-Results initiative as promoting institutional and educational improvement.

Provide improved public information, using a variety of delivery methods, and responses to inquiries from the public about the extent to which programs and instructional services and related resources are accessible to Missourians; the performance of education institutions certified to operate by the CBHE; and the state's system of higher education.

Integrate performance measures and assessment into the proprietary school certification process.

Collect data, undertake research, perform analyses, and report on the progress being made toward the achievement of this goal.

Provide public information and respond to inquiries from the public about the extent to which Missourians are succeeding in learning.

Establish a consistent framework for the development and implementation of degree programs within the state's system of higher education including guidelines, in cooperation with institutional representatives and other interested parties, for the designation used for specific degree types.

Improve service to departmental customers by more rapid review of applications to establish new institutions and responses to requests for information about existing institutions.